

Message Text

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ACTION IO-13

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E.O. 11652: N/A
TAGS: EAID, UNDP
SUBJECT: 24TH UNDP GOVERNING COUNCIL: UNDP REPORT ON ITS FUTURE ROLE

REF: STATE 086320

1. RESREP UNDP DISCUSSED SUBJECT IN INFORMAL MEETING WITH USAID OFFICER ON APRIL 27. RESREP BELIEVES THAT UNDP HAS BECOME STRONGER IN MANAGEMENT AND MORE RESPONSIVE TO DEVELOPING COUNTRY NEEDS DURING PAST FIVE YEARS; HOWEVER, THERE IS STILL CONSIDERABLE ROOM TO IMPROVE OVERALL MANAGEMENT AND COORDINATION. FOLLOWING PARAGRAPHS INCLUDE HIS COMMENTS ACCORDING TO OUTLINE PROVIDED REFTEL PARAS 5 AND 6.

2. PROBLEM OF EVALUATION AND FEEDBACK (PARA 5-A): UN STILL VERY WEAK ON EVALUATION. ONE REASON FOR THIS IS THAT THE RESULTS OF TECHNICAL ASSISTANCE PROJECTS ARE OFTEN INTANGIBLE AND DIFFICULT TO MEASURE. OTHER REEASON IS LACK OF EMPHASIS IN THIS AREA. IN PAST YEARS LINKAGES AND FEED-

BACK HAVE BEEN PROVIDED BY LONG TERM, NEAR CAREER STATUS OF CONTRACT TECHNICIANS. AS UNDP SHIFTS TO MORE EMPHASIS ON SHORT TERM (FEW MONTHS) CONSULTANTS, DIFFICULTY OF EVALUATION, FEEDBACK AND LINKAGES WILL INCREASE. MORE
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EMPHASIS IS NEEDED ON THIS PROBLEM.

3. PROBLEMS OF COORDINATION (PARA 5-B): THE PROBLEM OF COORDINATION WITHIN UNDP IS DUE IN PART TO THREE PARTY

CONTRACTING PROCEDURES. THE HOST GOVERNMENT IS THE CLIENT, THE UNDP PROVIDES THE FUNDING, AND THE OTHER UN AGENCIES

(SUCH AS FAO) PROVIDE THE TECHNICAL ASSISTANCE. UNDER THE PRESENT ADMINISTRATIVE ARRANGEMENTS THE RESREP IS OF EQUAL STATUS WITH THE HEADS OF THE OTHER UN AGENCIES. IF THE RESREP WERE ELEVATED IN STATUS TO TRULY HEAD THE ENTIRE UN FAMILY OF 13 AGENCIES IN THE FIELD, HIS EFFECTIVENESS AS UN COORDINATOR WOULD IMPROVE GREATLY.

4. FUTURE ROLE OF UNDP (PARA 5-C): NO COMMENTS ON THIS PARAGRAPH.

5. QUESTION OF INCREASED RESOURCES (PARA 5-D): INCREASED RESOURCES WERE NOT A MAJOR CONCERN. HE VIEWS THE RECENT RESOURCE PROBLEM AS BEING PRIMARILY RELATED TO THE OVER-ALL WORLD RECESSION. HE BELIEVES THIS IS ONLY A TEMPORARY PROBLEM THAT WILL DIMINISH WITH THE WORLD RECOVERY. COST SHARING AND REIMBURSABLE TECHNICAL ASSISTANCE WERE DISCUSSED AS A LIKELY TREND IN THE FUTURE, BUT WITHOUT ANY PARTICULAR FOCUS ON INCREASED RESOURCES.

6. SHOULD THERE CONTINUE TO BE A SINGLE GENERAL UNDP FUND? (PARA 5-E): HE IMPLIED THAT IT IS THE BEST WAY TO PROCEED, BUT WITH AN INCREASED MANAGEMENT ROLE FOR THE UNDP RESREP.

7. SHOULD UNDP CONTINUE TO PROVIDE ASSISTANCE UNIVERSALLY OR SHOULD IT FOCUS ON LDCS (PARA 6-A): HE COULD SEE NO REASON TO CHANGE THE FOCUS OF THE UNDP; UNDP MANAGEMENT IS FLEXIBLE ENOUGH TO RESPOND TO THE TECHNICAL ASSISTANCE NEEDS OF MOST DEVELOPING COUNTRIES. HE ADDED THAT FOR LIMITED OFFICIAL USE

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COUNTRIES THAT DO NOT USE THEIR INDICATED QUOTAS THE ALLOCATIONS SHOULD BE REDUCED ACCORDINGLY TO FREE FUNDS FOR COUNTRIES THAT WANT MORE ASSISTANCE. HE SAID THAT HE THINKS IRAN NOW REIMBURSES FOR ASSISTANCE AND THAT THERE ARE NO REAL DIFFICULTIES IN PROVIDING ASSISTANCE ON THIS BASIS FOR MORE ADVANCED LDCS.

8. RESPONSE TO PARA 6-B: SINGLE ANNUAL SESSIONS ARE NOT

ADEQUATE. THE UNDP WOULD BE WISE TO ADOPT A SYSTEM SIMILAR TO THE IBRD EXECUTIVE BOARD THAT IS IN SESSION "ALL THE TIME."

9. CONTINUE FOCUS ON COUNTRY PROGRAMS OR MORE EMPHASIS ON INTER-COUNTRY PROGRAMS (PARA 6-C): THE FOCUS OF THE UNDP SHOULD REMAIN FLEXIBLE AND BE DIRECTED BY THE DESIRES OF THE HOST COUNTRY GOVERNMENTS. TRYING TO IMPOSE A POLICY OF GREATER EMPHASIS ON INTER-COUNTRY PROGRAMS WOULD BE A MISTAKE BECAUSE OF THE COMPLEXITIES INVOLVED, BUT IF

COUNTRIES EXPRESS AN INTEREST IN SPECIFIC ACTIVITIES THE
UNDP SHOULD BE PREPARED TO HELP.

10. THE RESREP ALSO VOICED CONCERN ABOUT THE HIGH AND RISING
COSTS OF LONG AND MEDIUM TERM TECHNICAL CONSULTANTS. HE
BELIEVES THAT THE STYLE OF OPERATION OF THE UNDP MUST SHIFT
TOWARD THE USE OF SHORT TERM CONSULTANTS AND A GREATER
ACCEPTANCE OF THE UNDP CONTRACTING LOCAL EXPERTS WHERE THEY
ARE AVAILABLE. THIS WILL NOT ONLY REDUCE THE COST OF OPERA-
TION, BUT ALSO REDUCE THE TENSION CREATED IN LDCS, WHEN VERY
HIGHLY PAID TECHNICAL EXPERTS ARE IMPORTED. DECONTROL FOL-
LOWING 4/30/78.
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